



BALL STATE
UNIVERSITY

2023-25 BIENNIAL BUDGET PRESENTATION

Indiana State Budget Committee
December 7, 2022

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Outline

- An Indiana-Serving Institution
- Operating Appropriation Request
- Principal Capital Request
- Principal Line Item Request

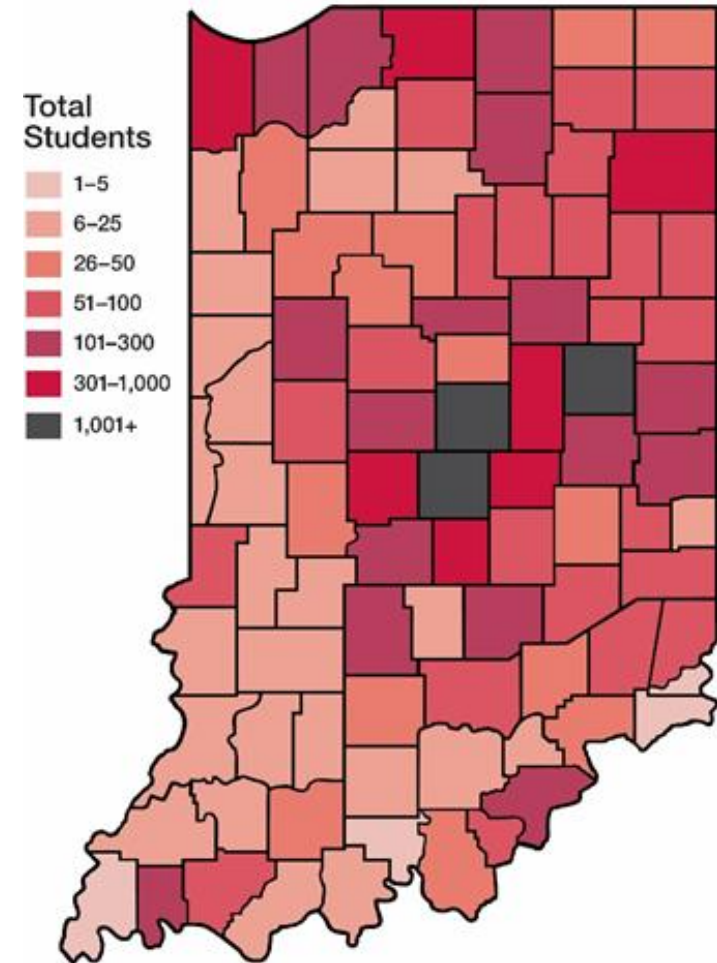


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An Indiana-Serving Institution

- Fall 2022 Enrollment: 19,796
 - 90% on-campus undergraduate students are Indiana Residents
- Fall 2022 Freshman Class
 - 91% Indiana Residents
 - 3.56 Mean High School GPA
 - 66% Receiving Need-Based Aid
 - 38% Pell-Eligible
 - 16% 21st Century Scholars
 - 31% First-Generation
 - 25% Diversity

Fall 2022 Enrollment by County



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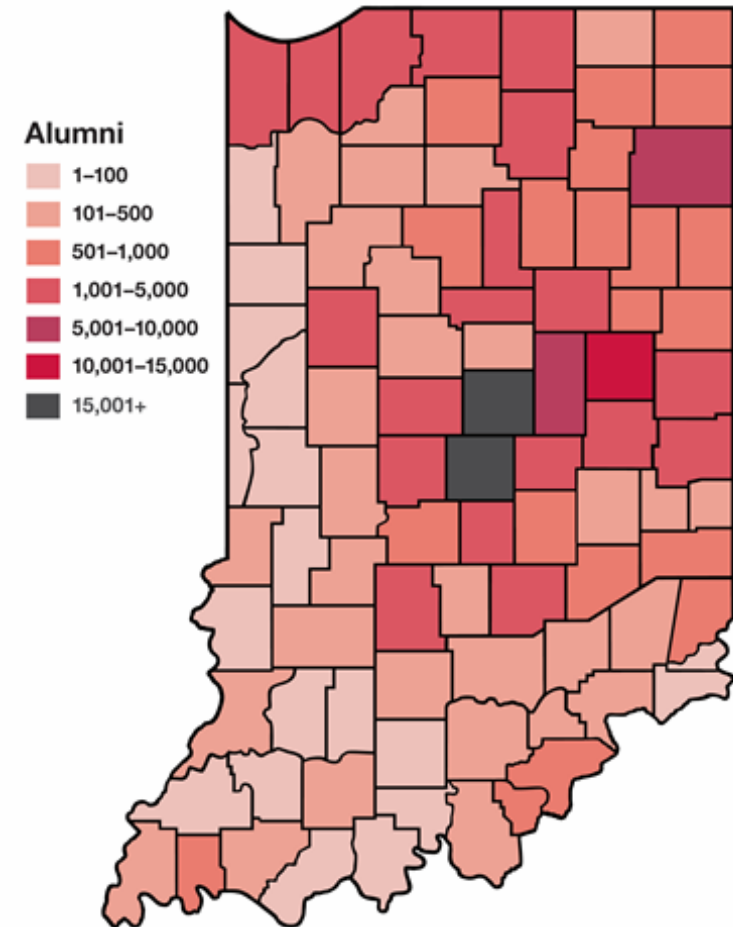


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An Indiana-Serving Institution

- 207,000 Living Alumni
- 160,000 Live in Indiana

Ball State Alumni by County 2022

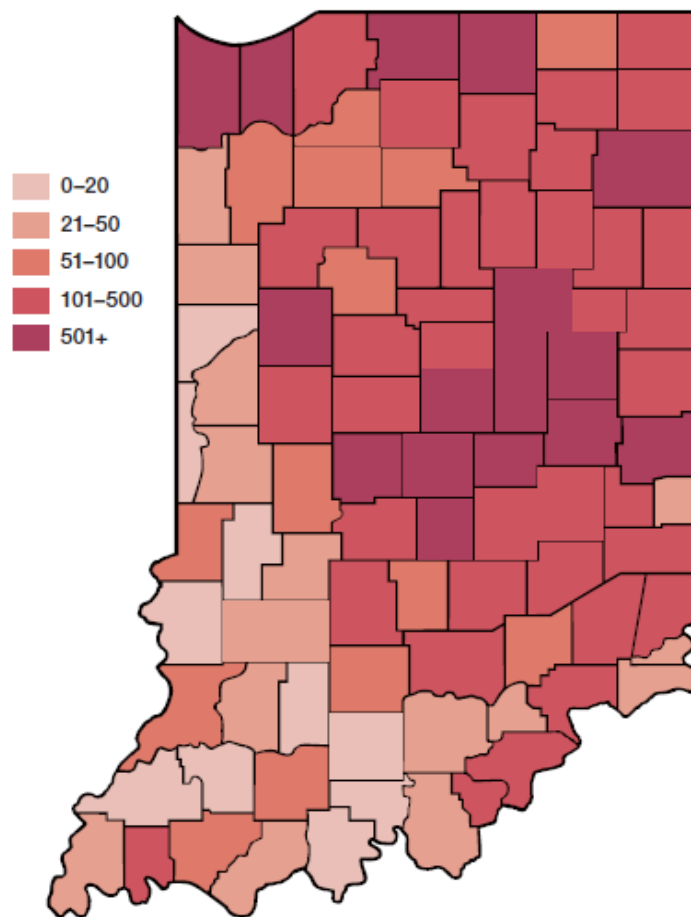


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Teaching our Children - Educator Preparation Program Graduates Living in Indiana



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Connecting Students to Hoosier Alumni

Intentional Ecosystem of Preparation and Connecting

- Skills Infusion
- Faculty Externship
- Mentor Programs
- Career-Ready Program
- Practice Interview Program
- Career Conversations
- Internship collaboration
- Learner Experience Record
- Indiana Connection Lounge & Experience

The ladder feels a lot more accessible now!

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Operating Appropriation Funding Request

1. Adjustment for Inflation
2. Legacy Funding – a portion of new funds (no reallocation) through the ICHE legacy performance improvement funding formula
3. Prospective Funding – a portion of new funds to provide programs & staff to address current challenges to meet state goals – one-time funding



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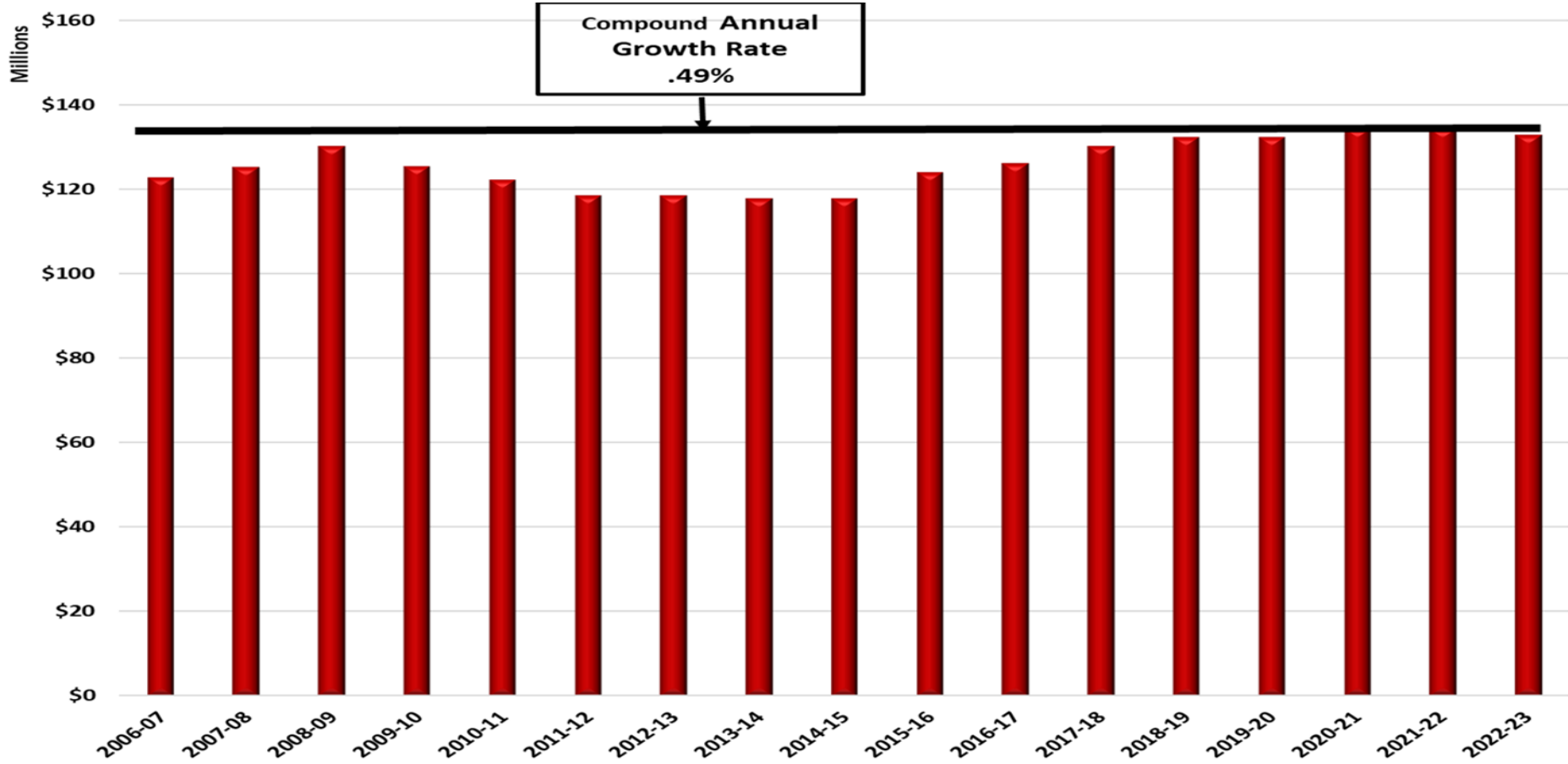
Adjustment for Inflation

- Systemic disparity between operating appropriations and inflation
- Our history of fiscal responsibility
- Our history of keeping tuition at or below the ICHE recommendation and well below inflation
- Will help to sustain our activities to help our students succeed and retain them in Indiana



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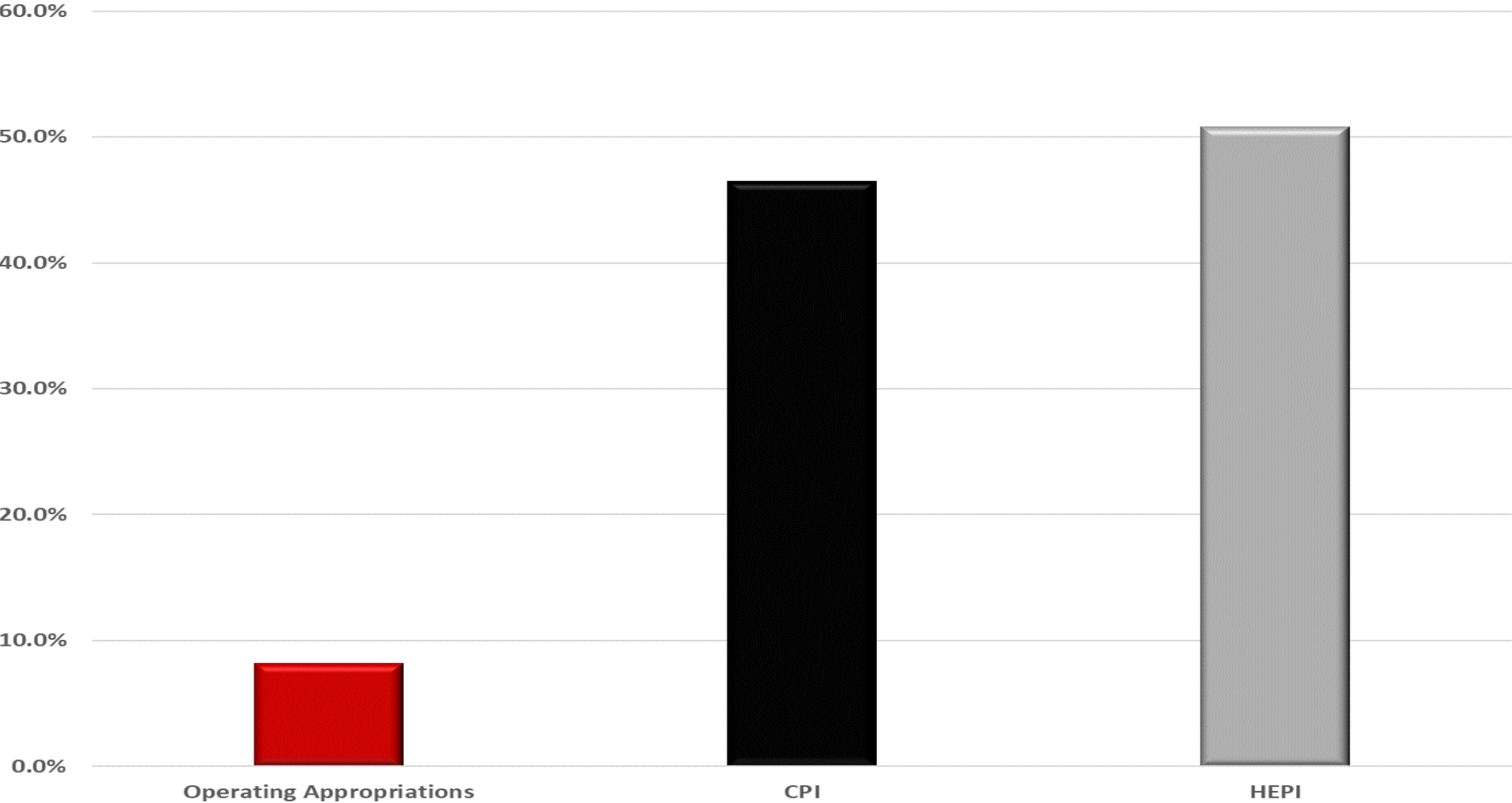
BSU Operating Appropriations 2007 - 2023





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Ball State Operating Appropriations 2007 - 2023

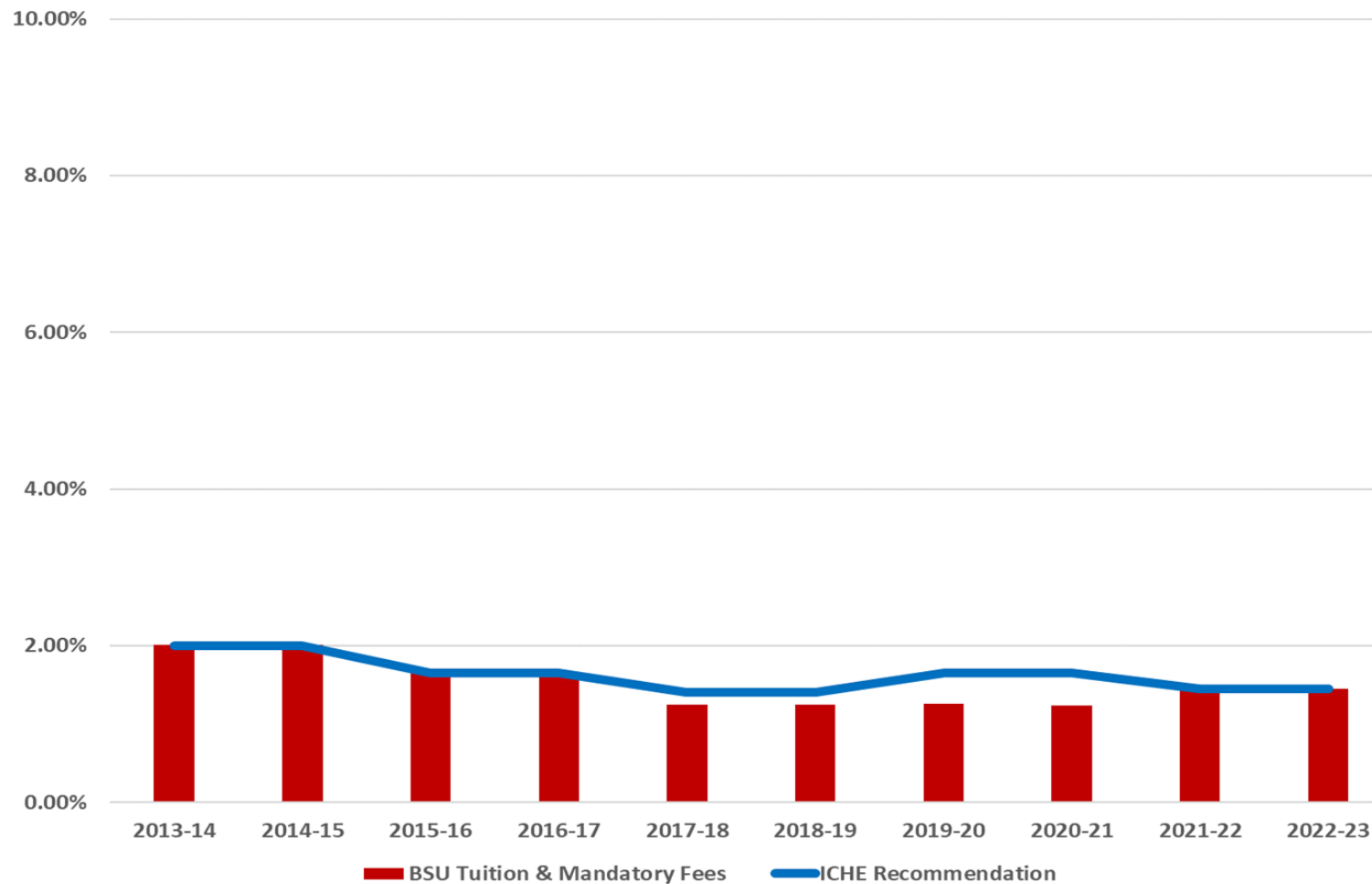


*CPI and HEPI projected 3% inflation over FY 2022



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Annual Percentage Increase in Resident Undergraduate Tuition and Mandatory Fees

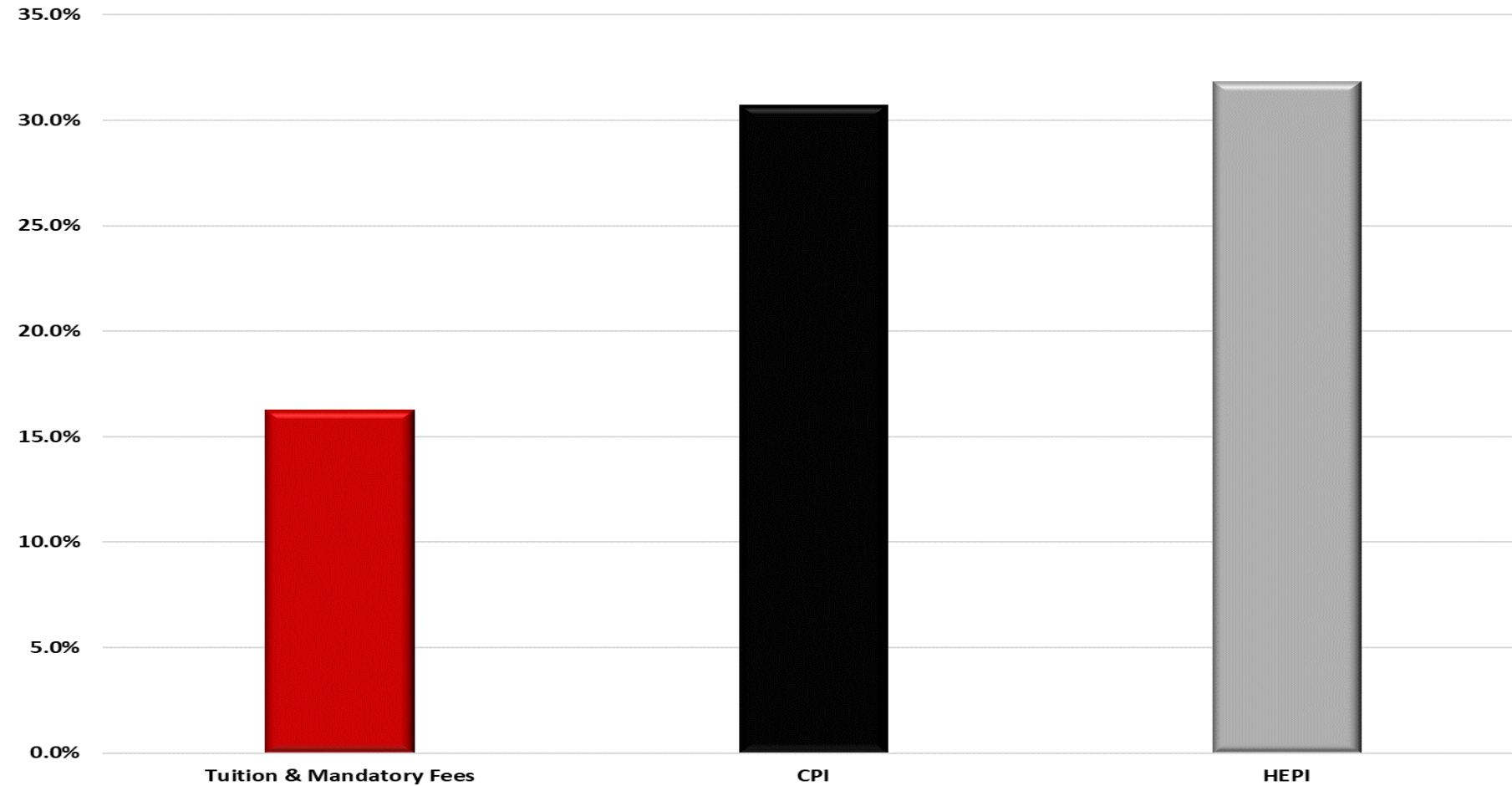


- Longest sustained period of low tuition growth since WWII
- At or below ICHE recommended cap for ten consecutive years
- Well below current CPI and HEPI



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BSU Tuition and Mandatory Fees Cumulative Change 2012-13 to 2022-23



*CPI and HEPI projected 3% inflation over FY 2022

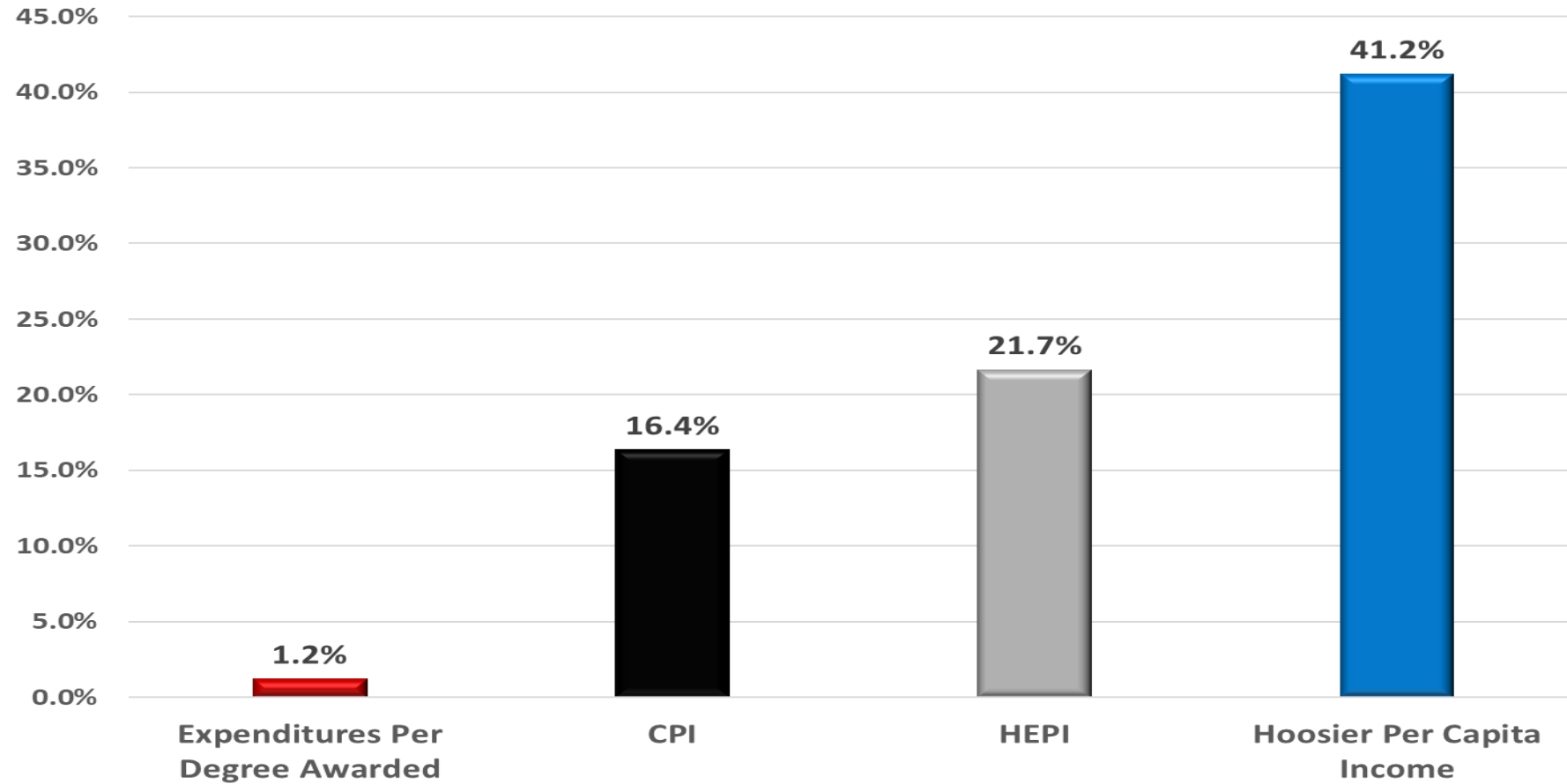
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Expenditures Per Degree Awarded

Expenditures per Degree Awarded
Academic Year 2012-13 - Academic Year 2020-21

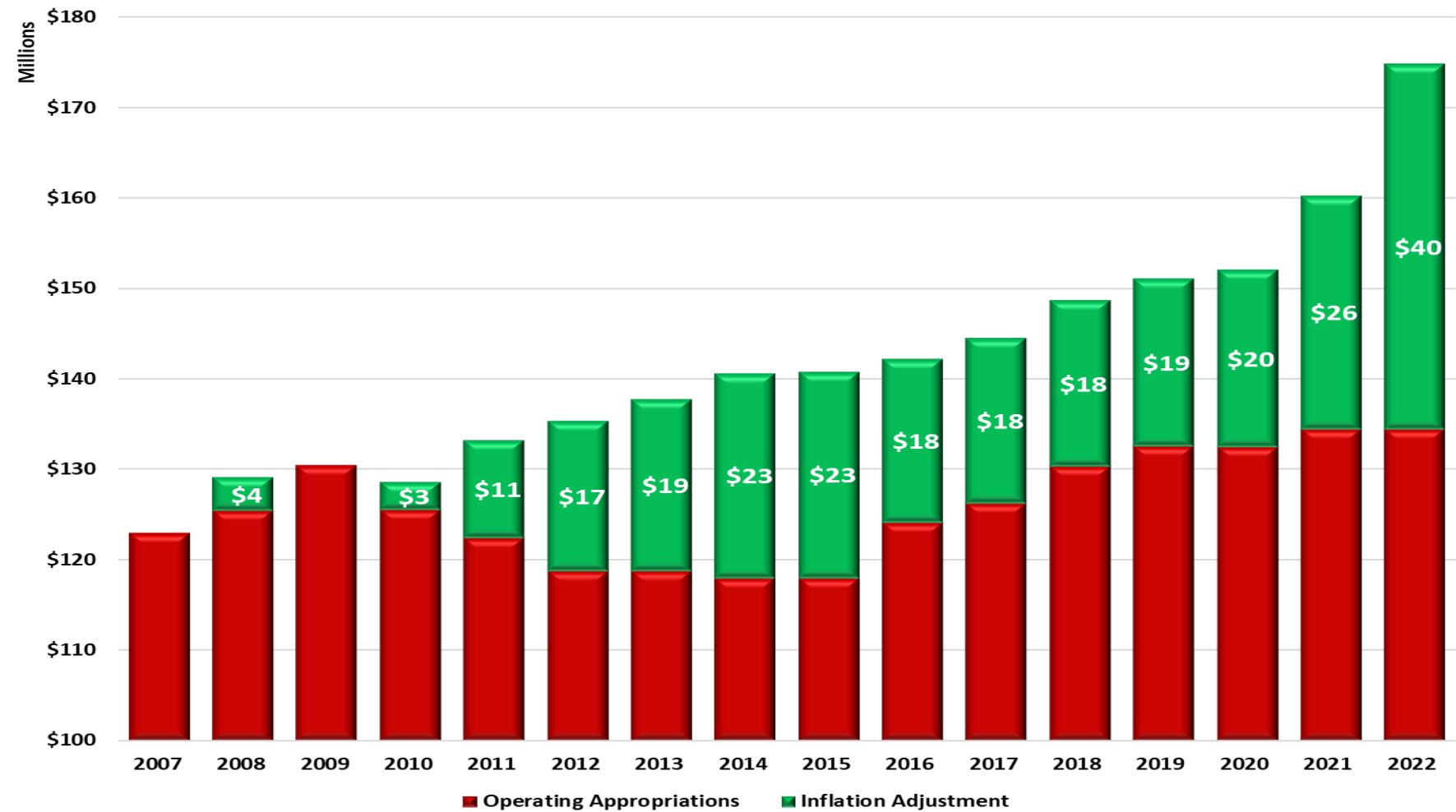


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BSU Operating Appropriations Inflation Adjusted to CPI





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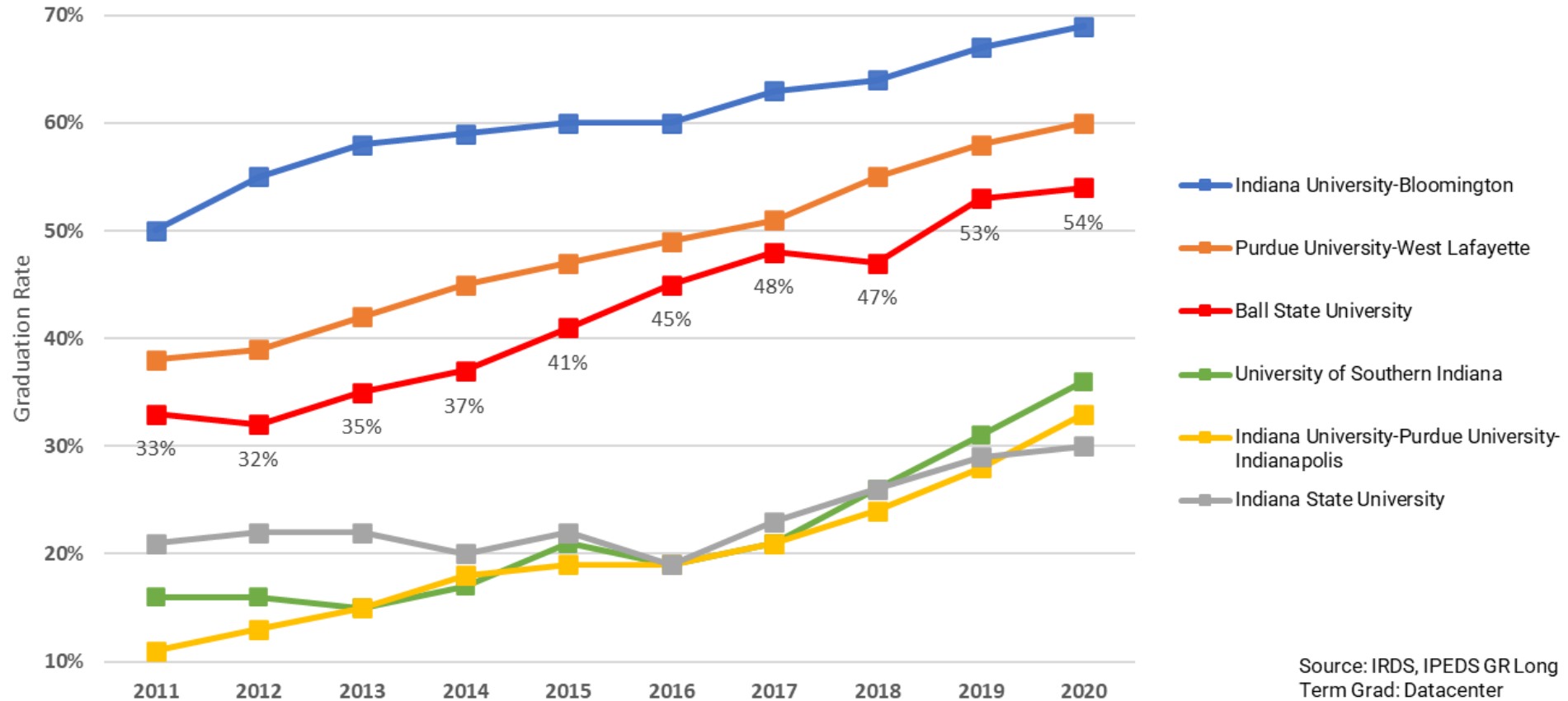
Retrospective Funding

Legacy Funding – a portion of new funds (no reallocation) through the ICHE legacy performance improvement funding formula



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4-Year Graduation Rate

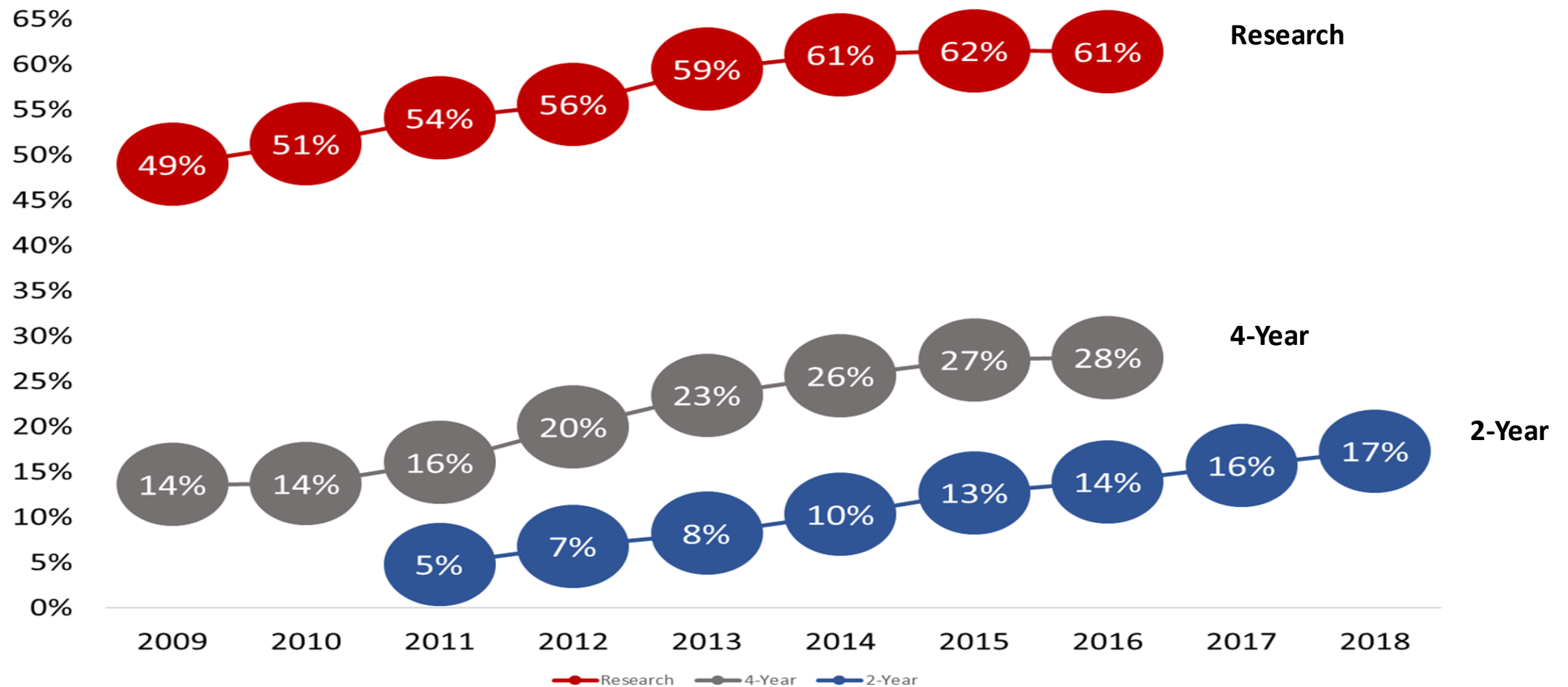


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On-Time Completion Rates



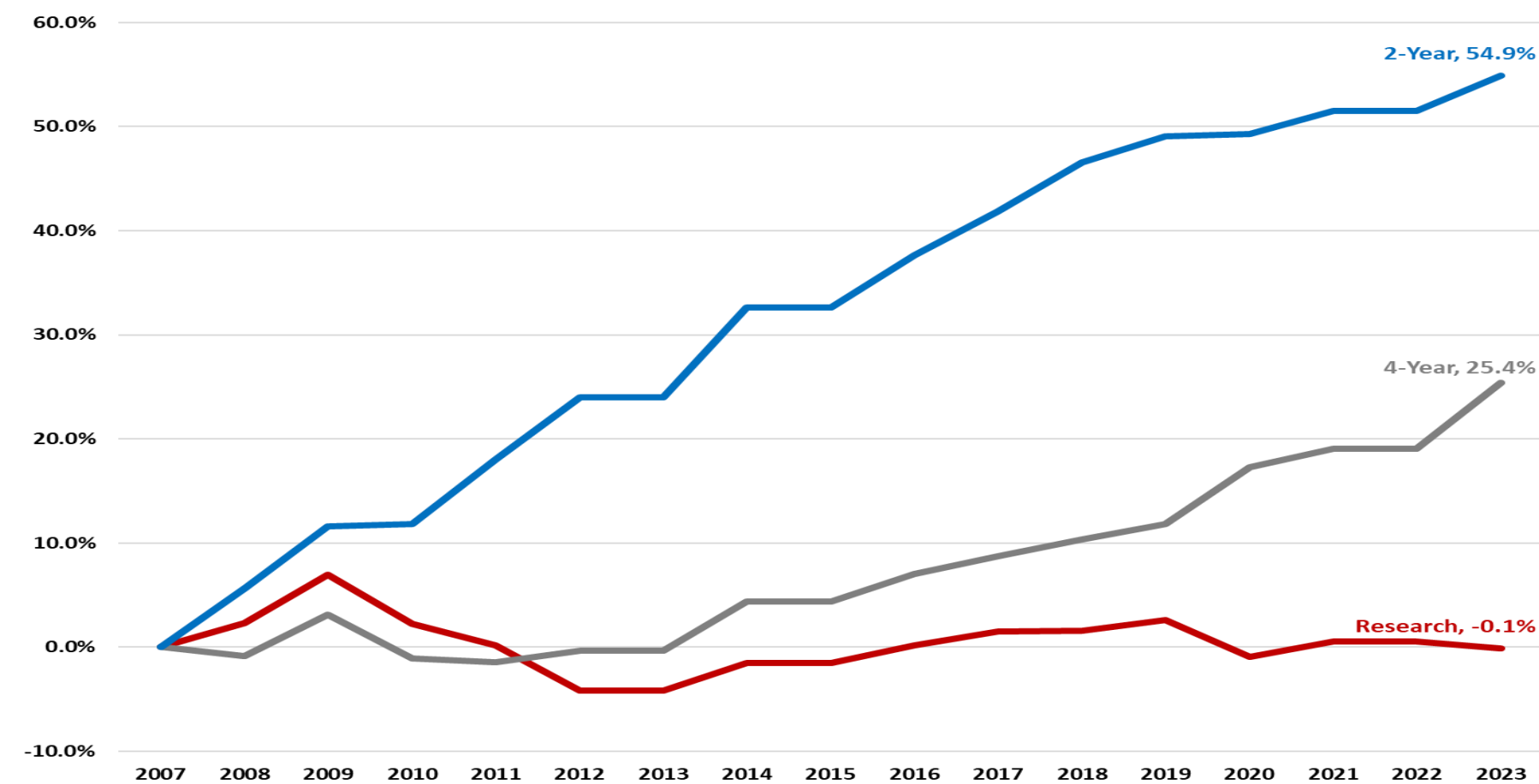
Data Source: Indiana Commission for Higher Education <https://www.in.gov/che/data-and-research/reports-and-analyses/>

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State Operating Appropriations 2007- 2023



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Prospective Funding

Programs & Staff to Address Current Challenges to Meet State Goals – one-time funding

- Programs to Assist with Learning Loss
- Mental Health Support



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Principal Capital Request: North Campus Building Renovation - \$81.6 million

Architecture Building, Hargreaves Building, Arts and Communications Building, and other academic infrastructure

- Space designed to 21st Century teaching and learning, with the flexibility to adjust to meet future needs and growing enrollment.
- Restores and extends the state investment in these existing facilities.
- Addresses student health and safety through improved ventilation and ADA compliance.
- Will reduce deferred maintenance by \$75 million.



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An Indiana-Serving Institution

Supporting our Communities

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Teaching our Children – Muncie Community Schools

- Stabilized enrollment
- Balanced budget
- Teacher and staff compensation

Teaching our Children – Muncie Community Schools

\$5 million in philanthropic investments

\$12.9 million in competitive grants

Total \$17.9 million





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MCS TEACHER COMPENSATION — STARTING SALARY

- **AUGUST 2017: \$34,659**
- **AUGUST 2022: \$48,000**



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MCS TEACHER COMPENSATION — ANNUAL SALARY INCREASES

- 2007/08—2017/18: None
- 2018/19: \$700 stipend (one-time)
- 2019/20: Approximate 4.8% raise (\$701,000)
- 2020/21: Approximate 4.4% raise (\$678,000)
- 2021/22: Approximate 8.1% raise (\$1.3 million)
plus supplemental pandemic stipend in spring—\$1,000 (full-time) \$500 (part-time)
- 2022/23: Approximate 14.7% raise (\$2.4 million)
plus supplemental pandemic stipend in spring—\$2,000 (full-time) \$1,000 (part-time)

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TEACHER RETENTION

Year	Teacher Count	Total Teacher Resignations	Retention Percent
2016–17	423	140	67%
2017–18	364	90	75%
2018–19	347	63	82%
2019–20	361	60	83%
2020–21	362	68	81%
2021–22	362	42	88%

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Serving our Community

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CATALYZING INVESTMENT IN OUR COMMUNITY

- Create a more vibrant and dynamic environment surrounding campus
- Improve the physical connections between campus and the City of Muncie – particularly to downtown
- Attract and retain talented students and employees by providing better housing and commercial options near campus
- Provide an environment which will entice more Ball State students to remain in Muncie after graduation
- Strengthen the economic impact to the greater Muncie community



LEVERAGING PRIVATE CAPITAL

A University-financed catalytic anchor will leverage substantial new private investment commitments:

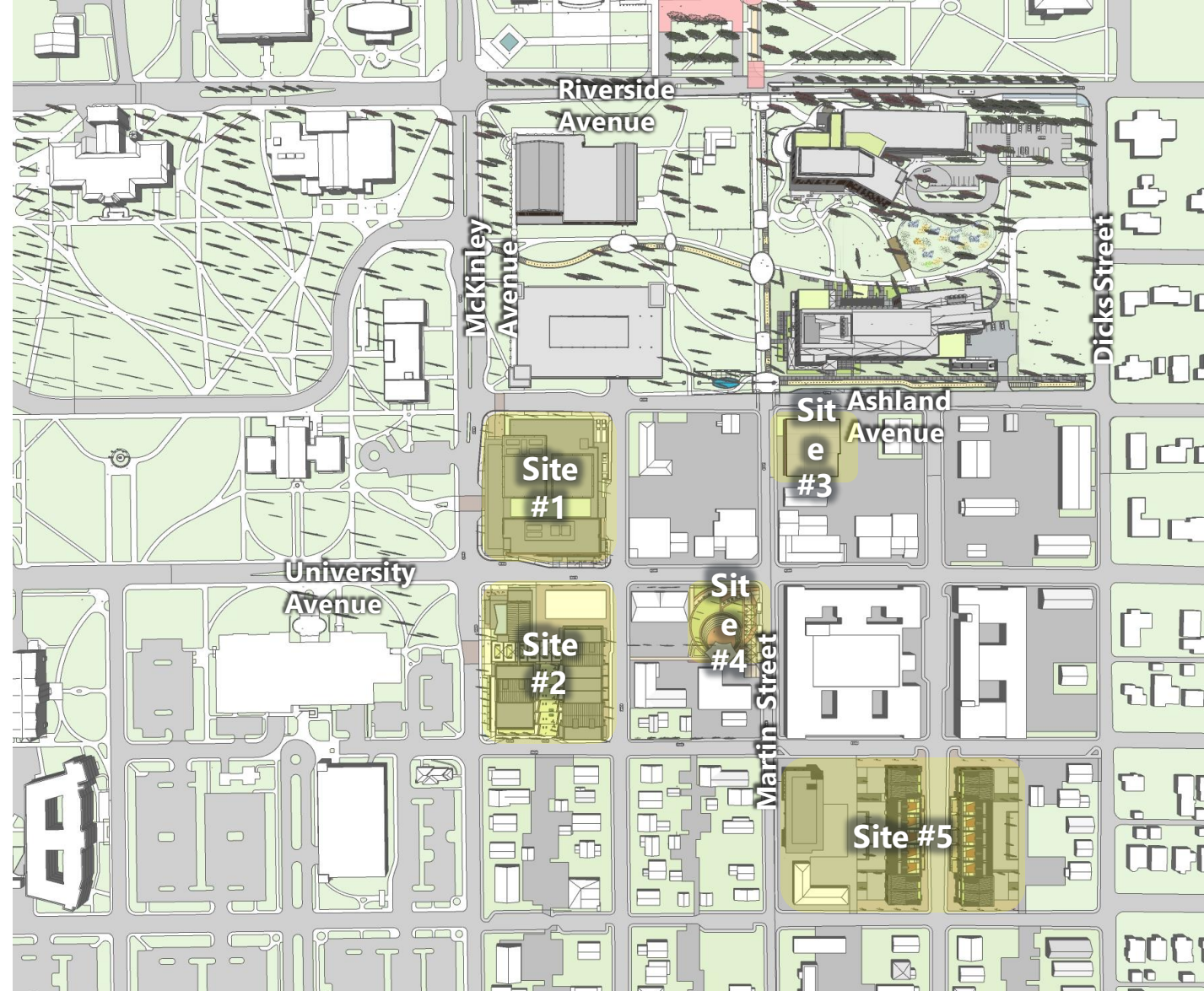
Site #1: \$20 - \$30 million

Site #2: \$25 - \$35 million

Site #3: \$10 - \$20 million

Site #4: \$ 5 - \$10 million

Site #5: \$20 - \$30 million



To achieve our vision, we presently anticipate Fairmount Properties will invest approximately \$100 million in The Village.





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Principal Line Item Request: The Entrepreneurial University - \$4.5 million

- Align with the competencies and outcomes required by Indiana employers;
- Meaningful engagement with Indiana employers, leading to increased graduate retention upon graduation;
- Invest in faculty professional development so that instruction mirrors real-world learning and the workplace; and
- Opportunities for employers and individuals to skill up through executive education and lifetime learning programs.



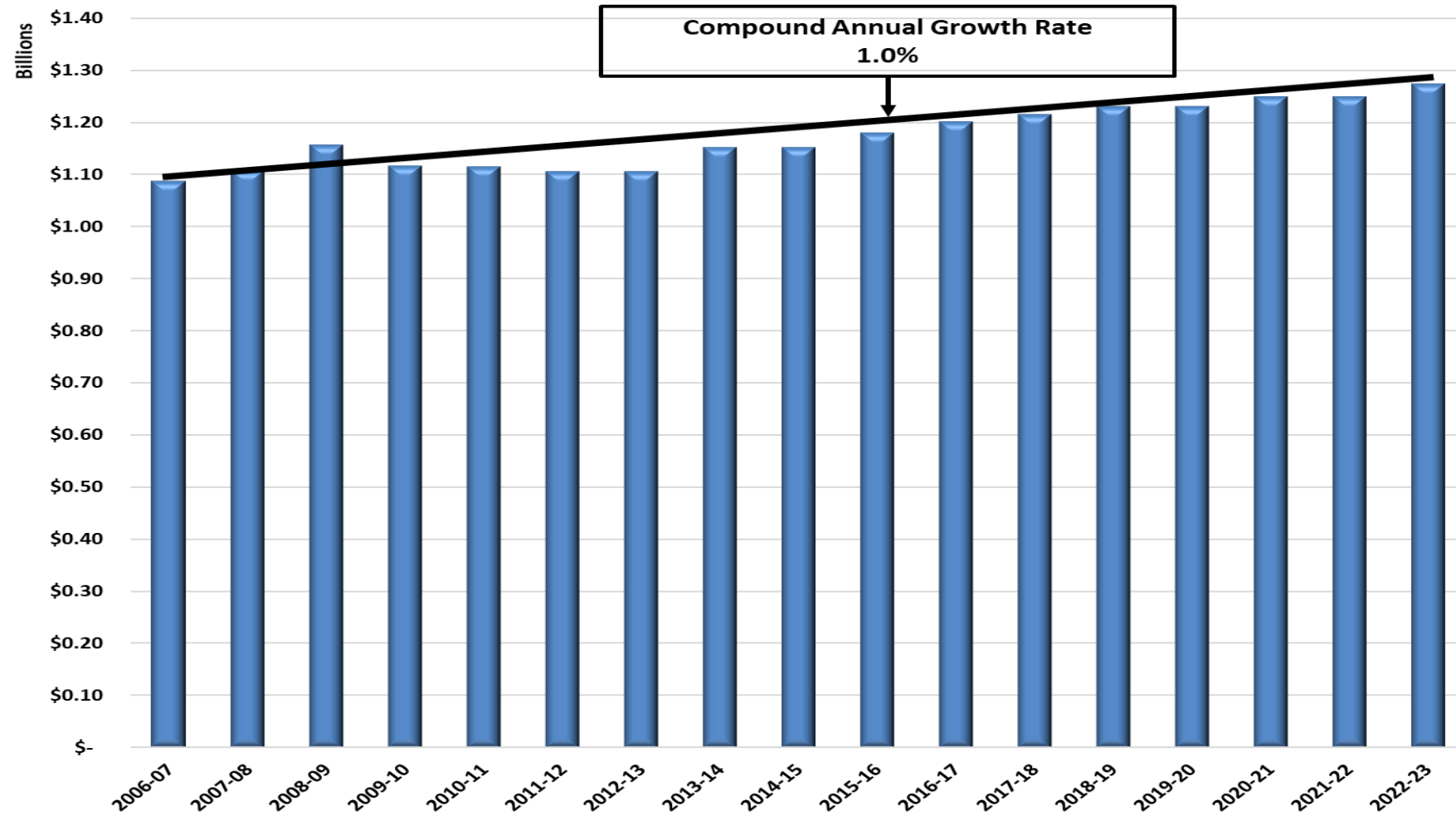
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State Operating Appropriations

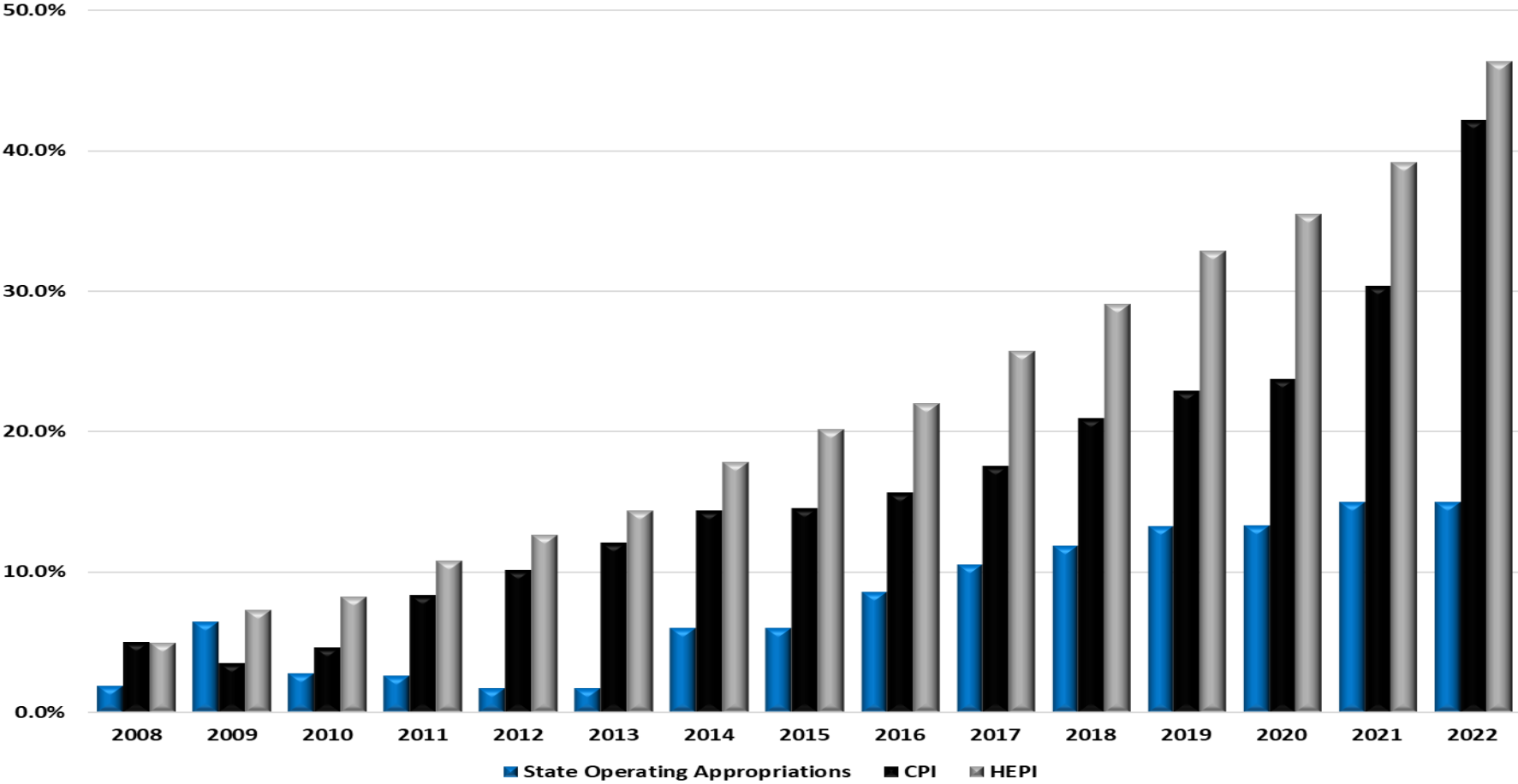


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Cumulative Increase State Operating Appropriations 2007-2022

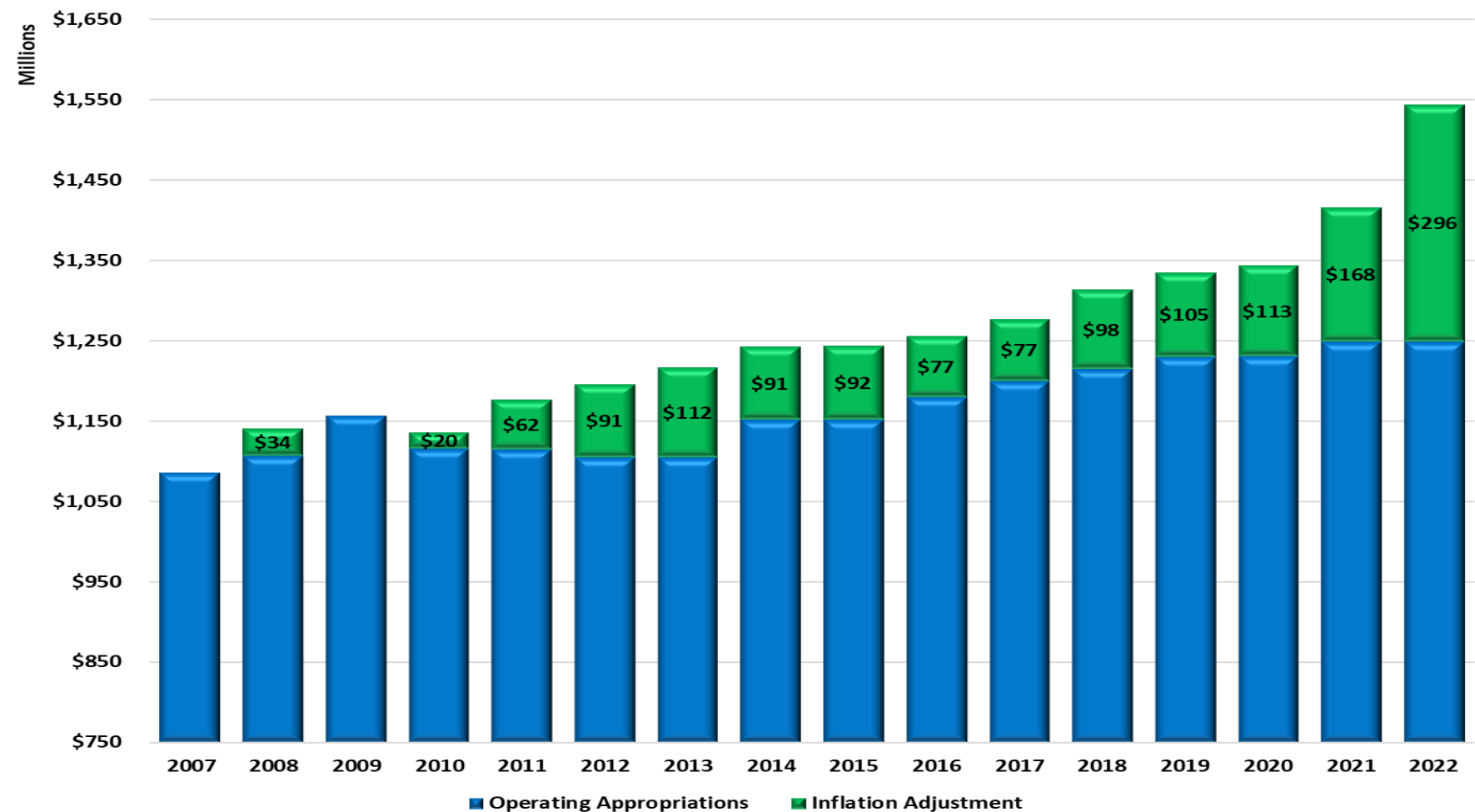


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State Operating Appropriations Inflation Adjusted to CPI

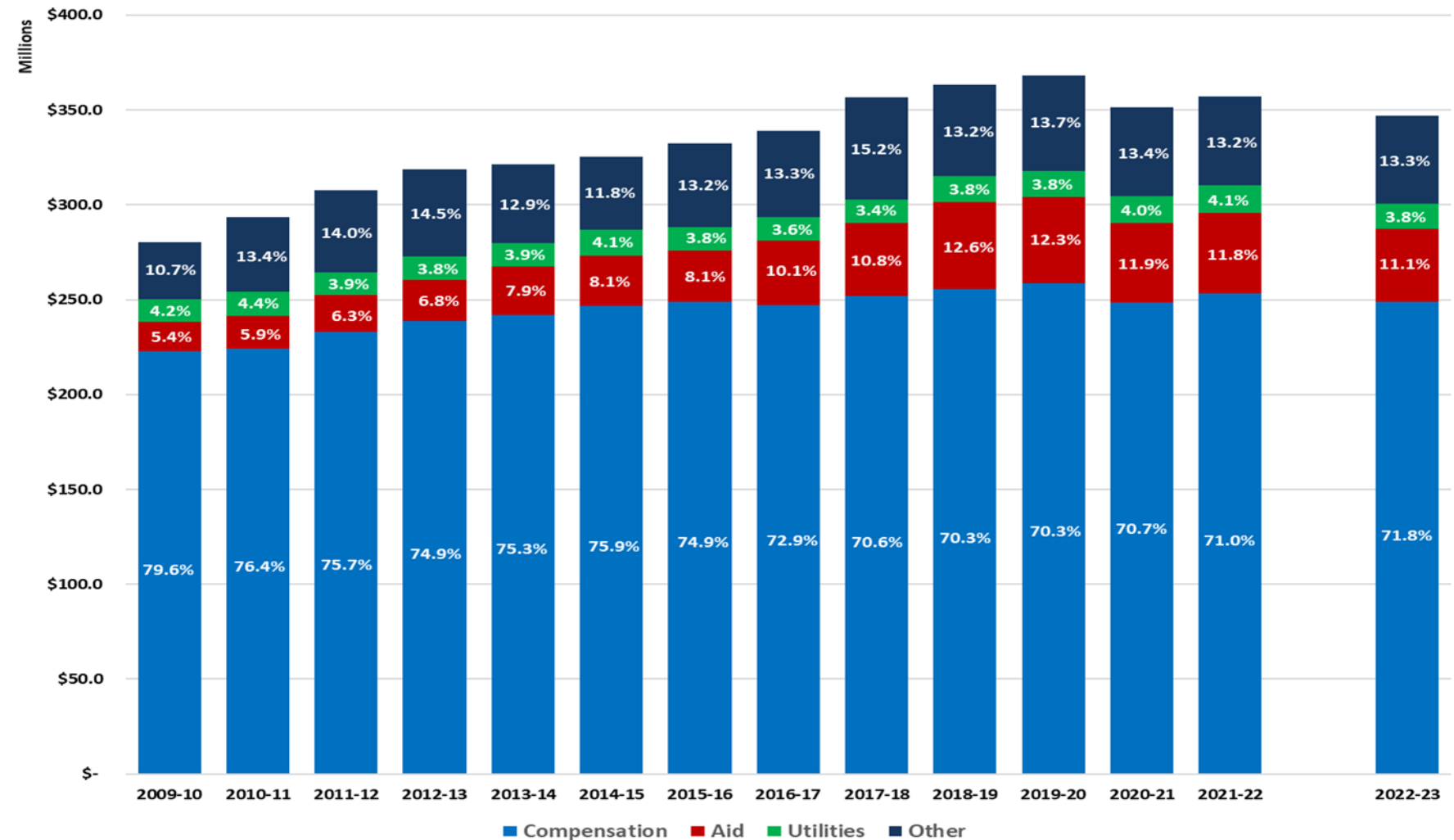


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General Fund Budgeted Expenses

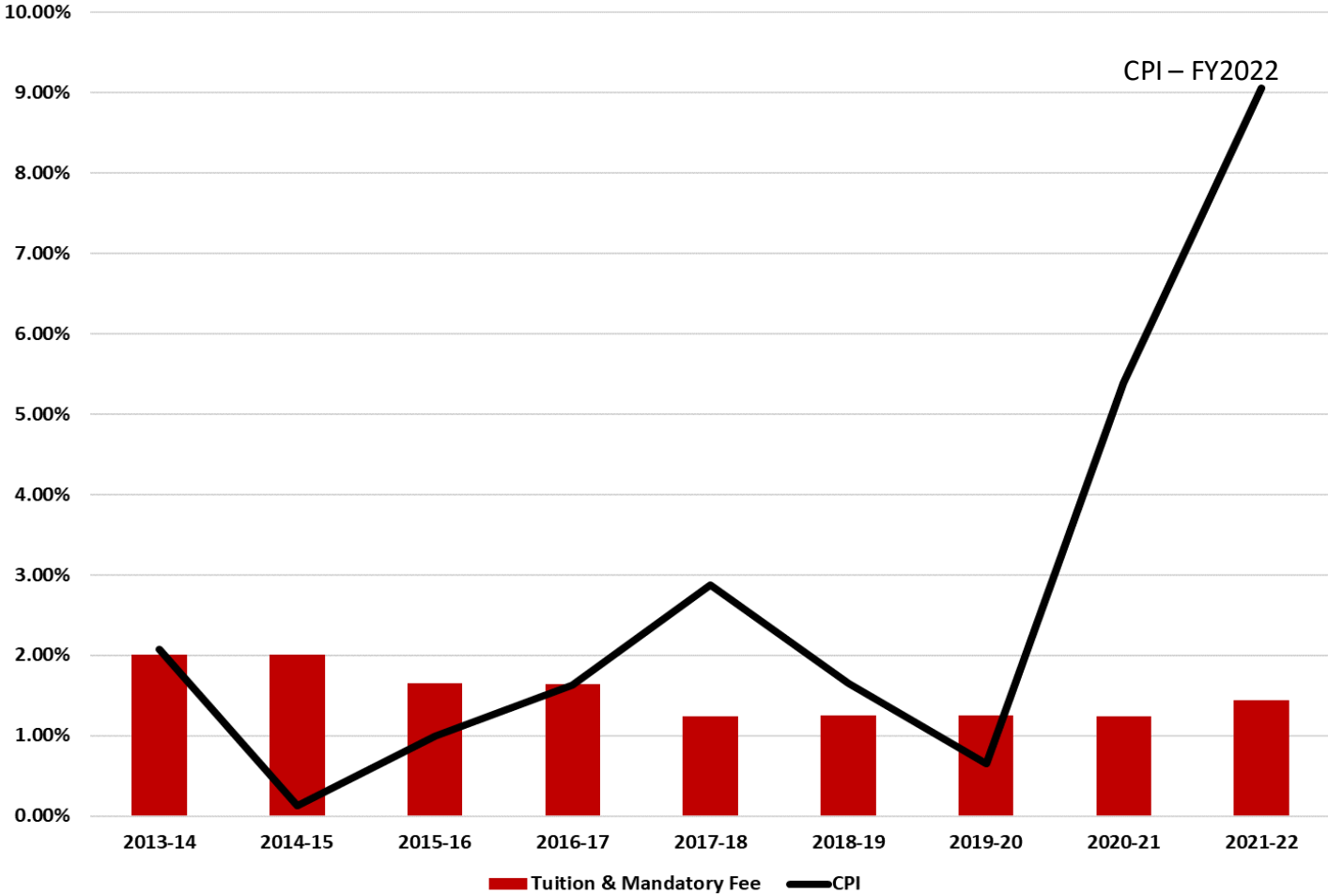


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Annual Percentage Increase in Resident Undergraduate Tuition and Mandatory Fees

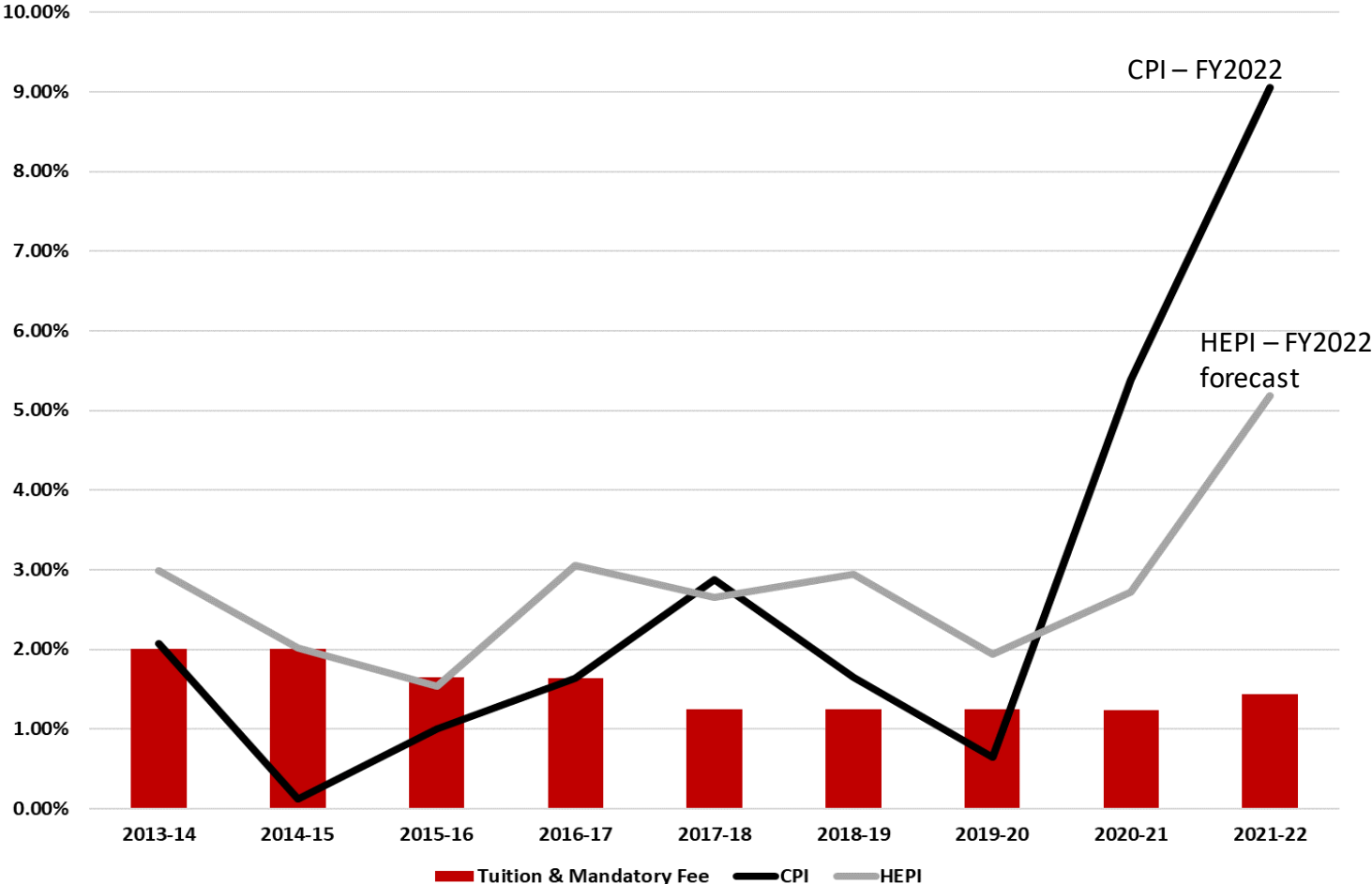


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- At or below ICHE recommended cap for ten consecutive years
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Annual Percentage Increase in Resident Undergraduate Tuition and Mandatory Fees

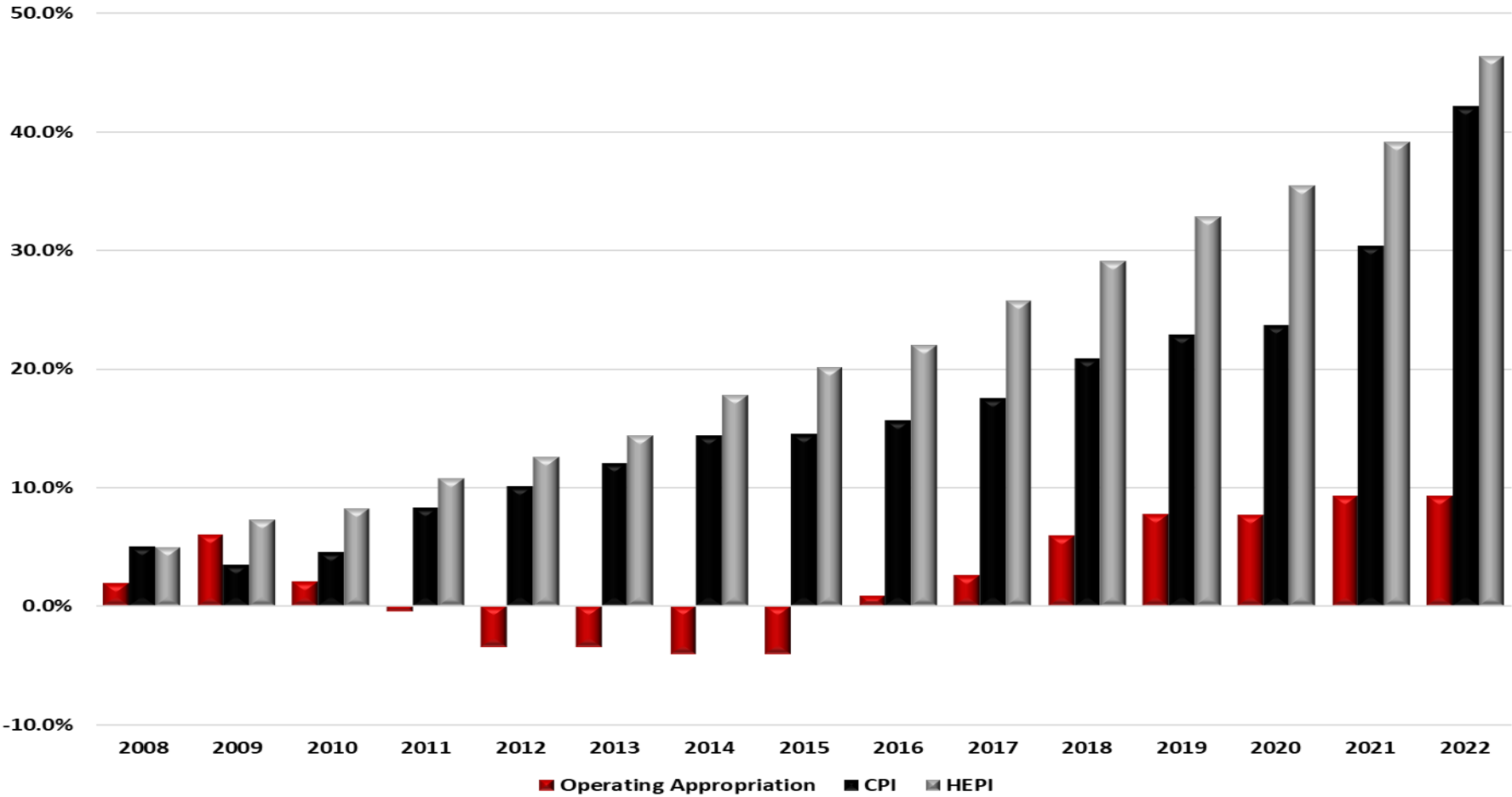


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Cumulative Increase BSU Operating Appropriations 2007-2022

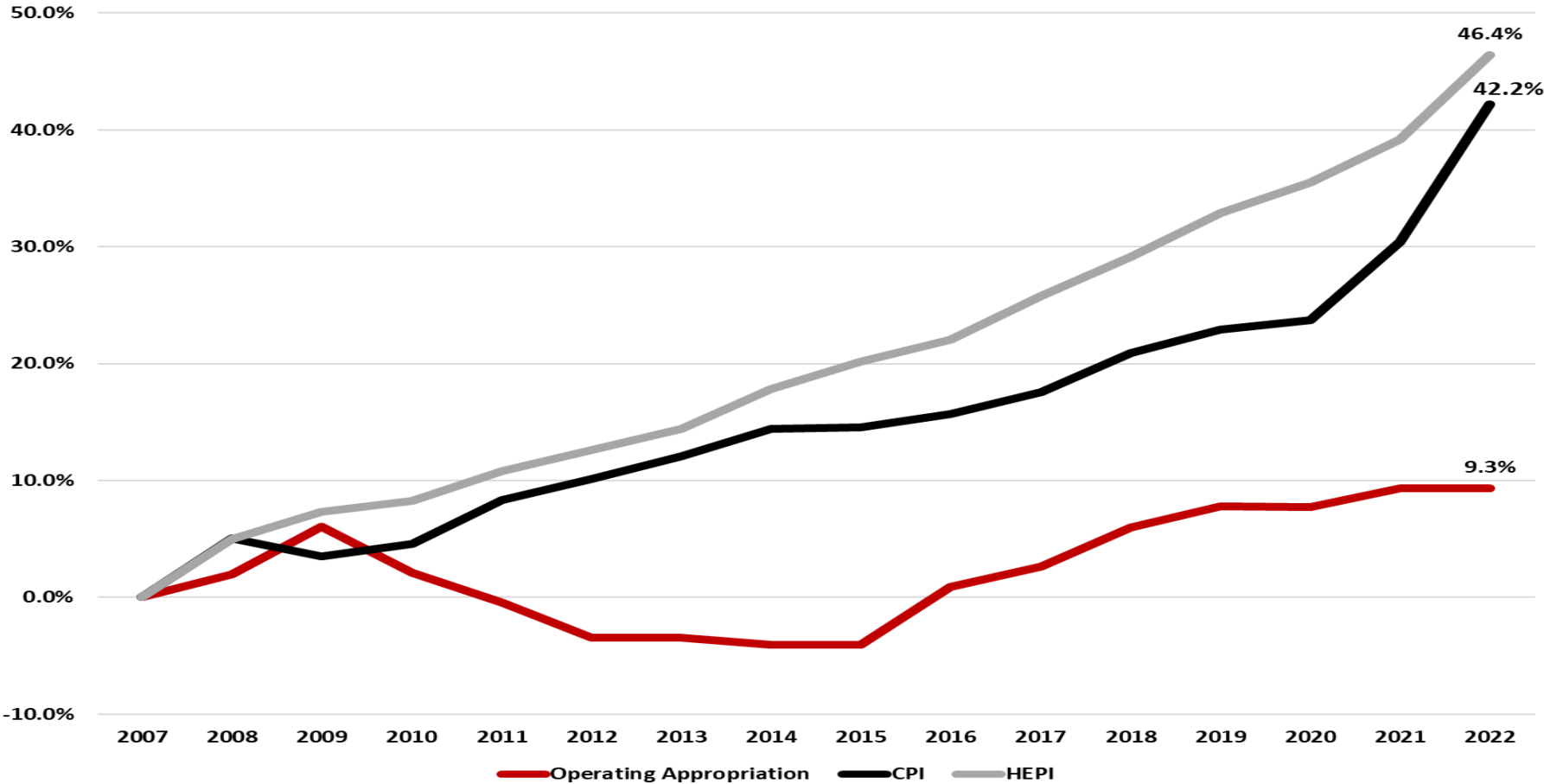


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Cumulative Increase BSU Operating Appropriations 2007-2022



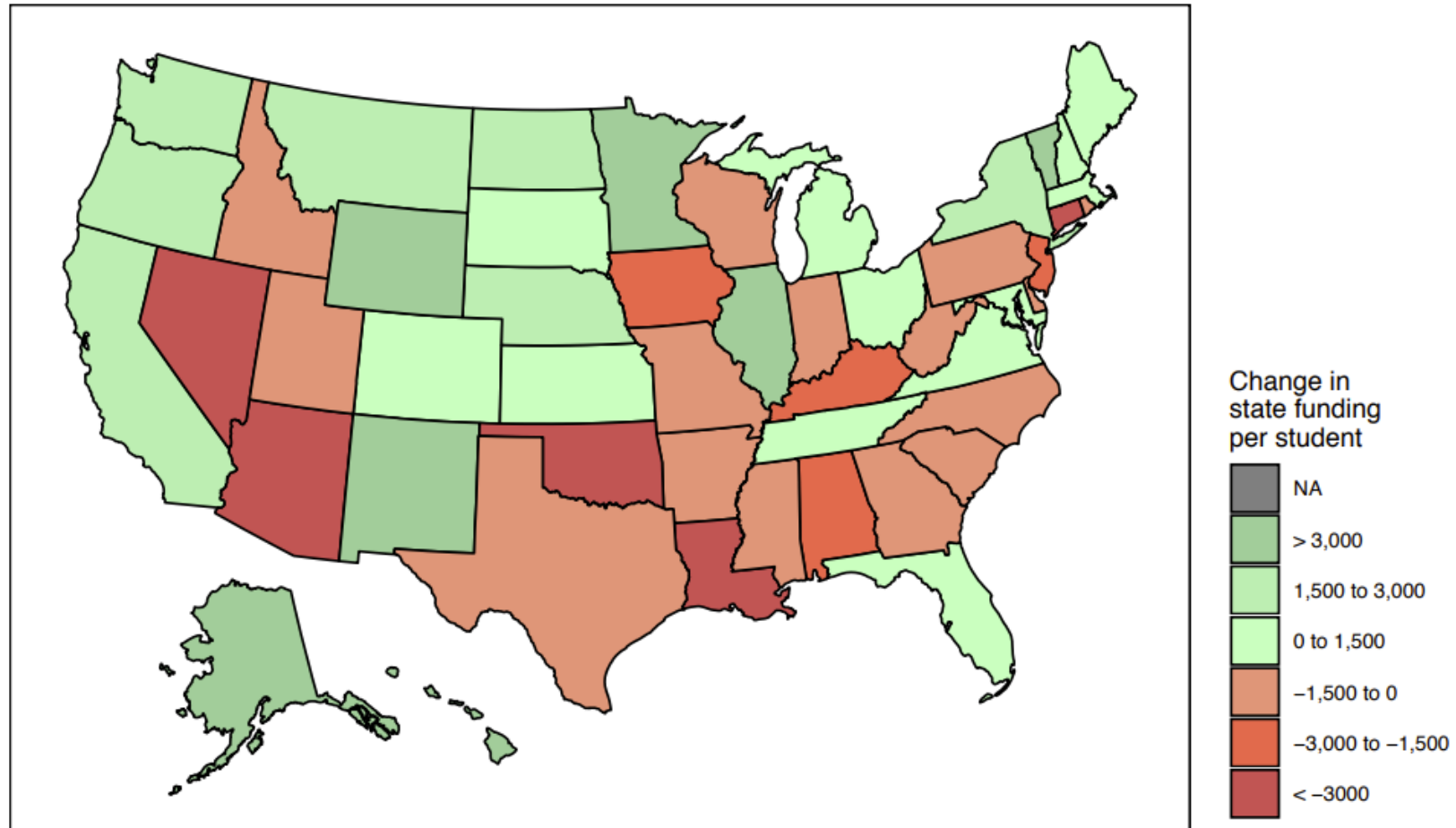
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Figure 6

Change in State Funding per Student for Higher Education: 2008–2021

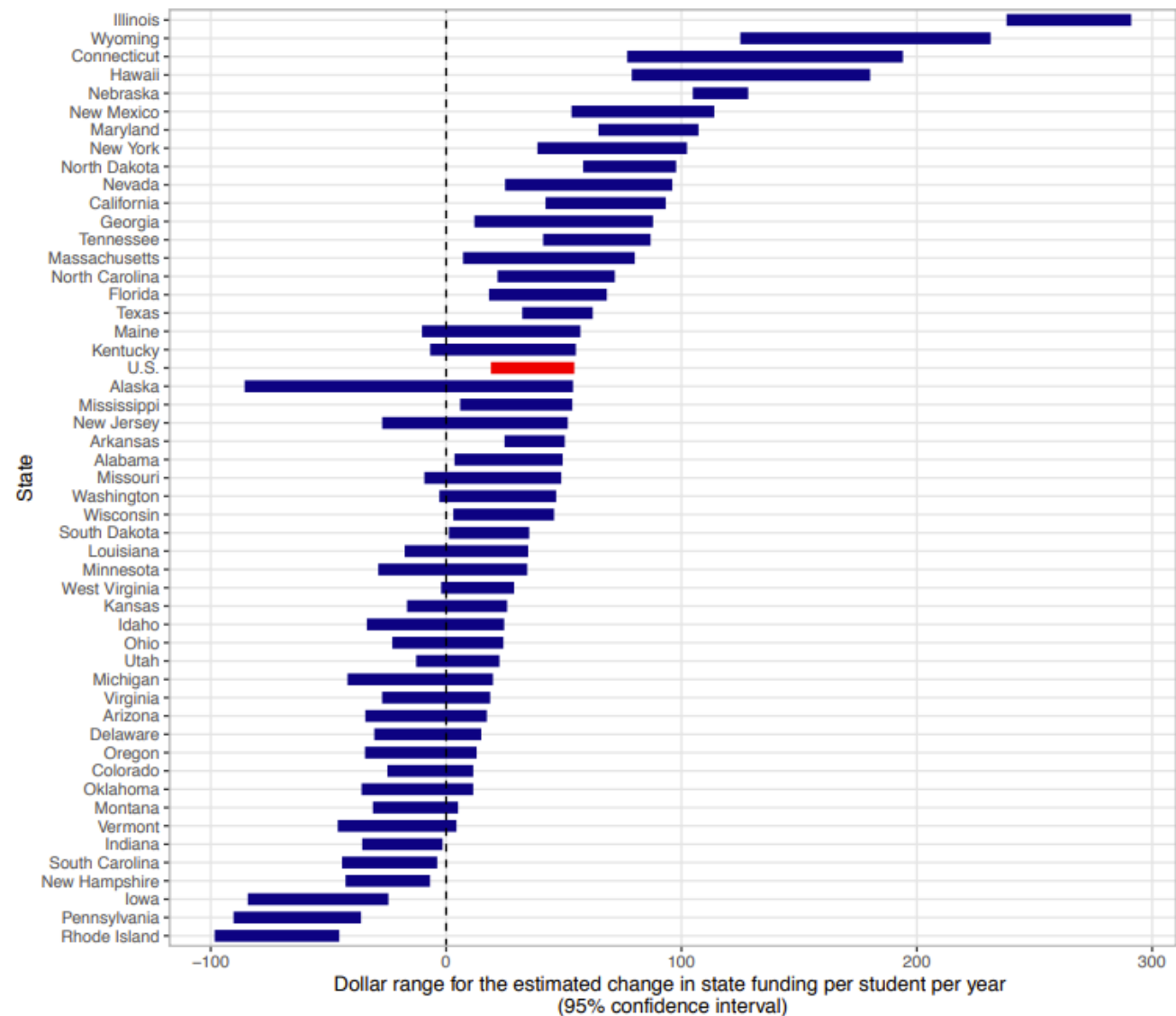


Note. Data from *SHEF State Higher Education Finance FY 2021*, by State Higher Education Executive Officers Association, 2022 (https://shef.sheeo.org/wp-content/uploads/2022/06/SHEEO_SHEF_FY21_Report.pdf) and author's calculations.



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Figure 5
Annual Change in State Funding per Student by State



Note. Data from SHEF State Higher Education Finance FY 2021, by State Higher Education Executive Officers Association, 2022 (https://shef.sheeo.org/wp-content/uploads/2022/06/SHEEO_SHEF_FY21_Report.pdf) and author's calculations.

2021 CAMPUS PLAN UPDATE FOCUS AREAS

1 Students First

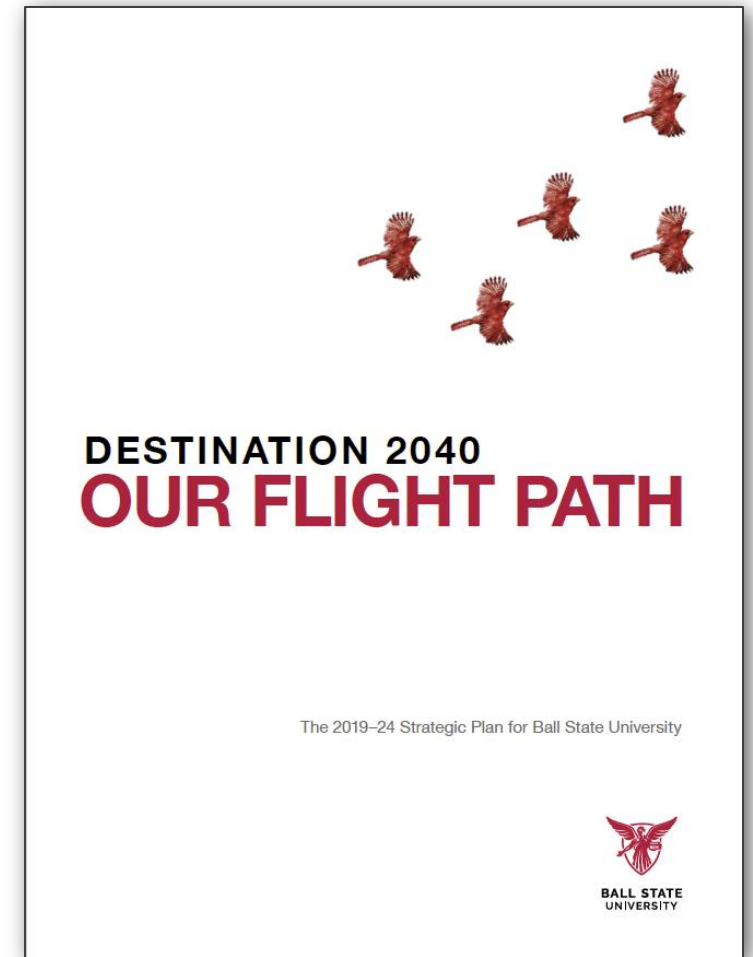
- Flexible learning Initiative
- Re-think location for Student Services
- Create an information experience at the Library

2 The Cardinal Experience

- Re-imagine the Student Center
- Next Housing and Dining considerations

3 Our Community

- Engage The Village
- Collaborate on overlapping neighborhood
- Create a Lifetime Learning Center



CAMPUS PLAN UPDATE: NEAR-TERM INITIATIVES

Red text=project recently completed or underway

Students First

- 1 Foundational Sciences Building (FB)
- 2 Cooper Renovation – STEM Phase 3
- 3 Arts and Communications (AC) Building and Hargreaves Music Building (MU) renovation
- 4 University Theater (TH) renovation
- 5 Architecture Building (AB) renovation
- 6 Bracken Library (BL) academic support one-stop project
- 7 West Quad (WQ) repurpose/backfill NREM space
- 8 Student Center (SC) administrative support one-stop project

The Cardinal Experience

- 9 CCIM University Media Services renovation (BC)
- 10 Northwest Residence Hall (NW)
- 11 Scheumann Indoor Practice Facility (IP)
- 12 East Mall Phase 2B and New Gateway
- 13 East Mall Phase 3
- 14 Cow Path bicycle/pedestrian improvements
- 15 LaFollette (LA) (Brayton/Clevenger) demolition
- 16 North Dining/LaFollette greenspace
- 17 Softball facilities
- 18 Indoor hitting facility
- 19 Worthen Arena and north neighborhood bicycle /pedestrian improvements
- 20 Elliott Hall (EL) re-envisioned
- 21 Lucina Hall (LU) re-envisioned (Welcome Center and visitor functions)

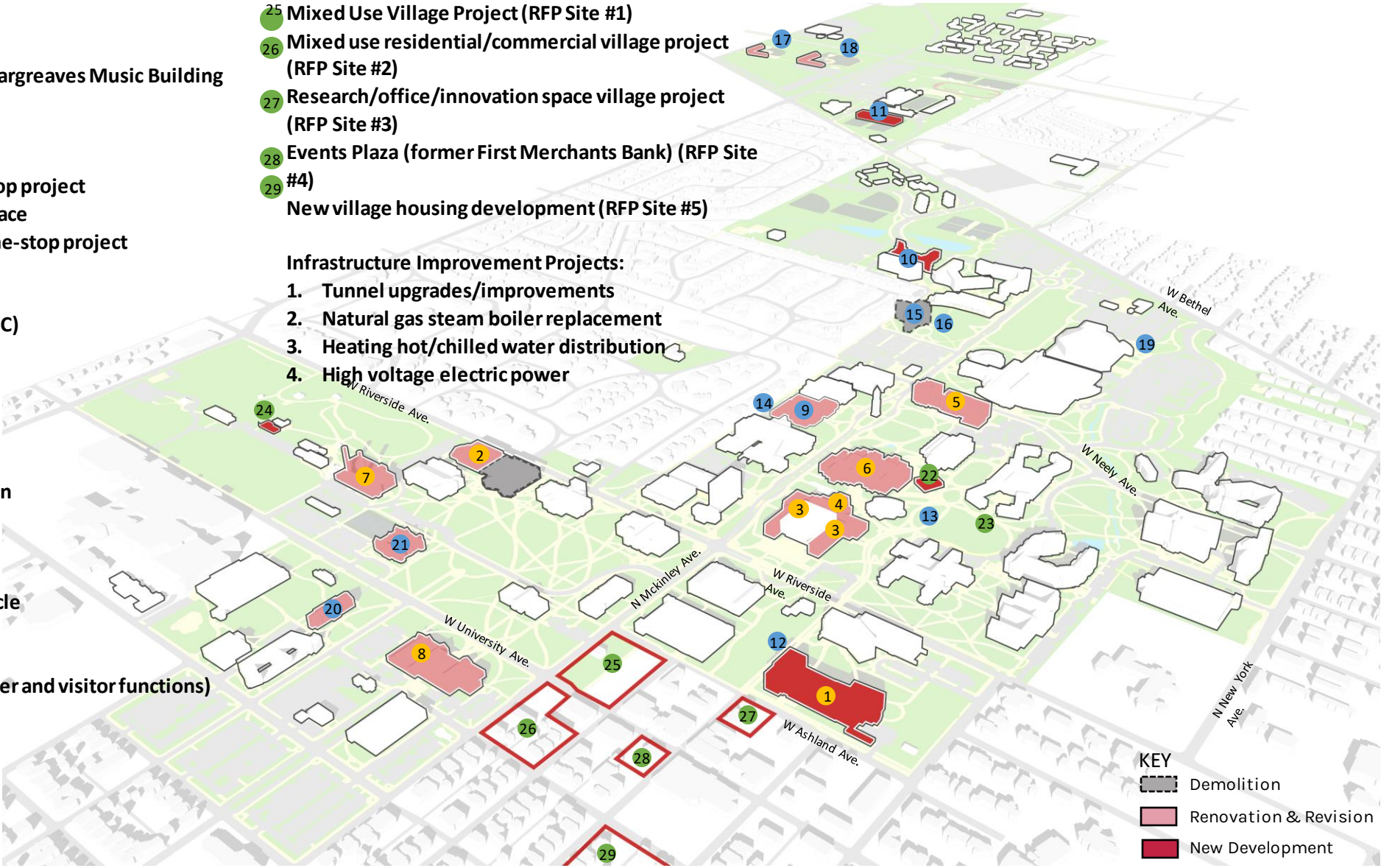
Our Community

- 22 Multicultural Center (MC)
- 23 Brown Family Amphitheater and Grand Lawn
- 24 Rinard Greenhouse (GH) expansion

- 25 Mixed Use Village Project (RFP Site #1)
- 26 Mixed use residential/commercial village project (RFP Site #2)
- 27 Research/office/innovation space village project (RFP Site #3)
- 28 Events Plaza (former First Merchants Bank) (RFP Site #4)
- 29 New village housing development (RFP Site #5)

Infrastructure Improvement Projects:

- 1. Tunnel upgrades/improvements
- 2. Natural gas steam boiler replacement
- 3. Heating hot/chilled water distribution
- 4. High voltage electric power



KEY

- Demolition
- Renovation & Revision
- New Development

CAMPUS PLAN UPDATE: MID-TERM INITIATIVES

Students First

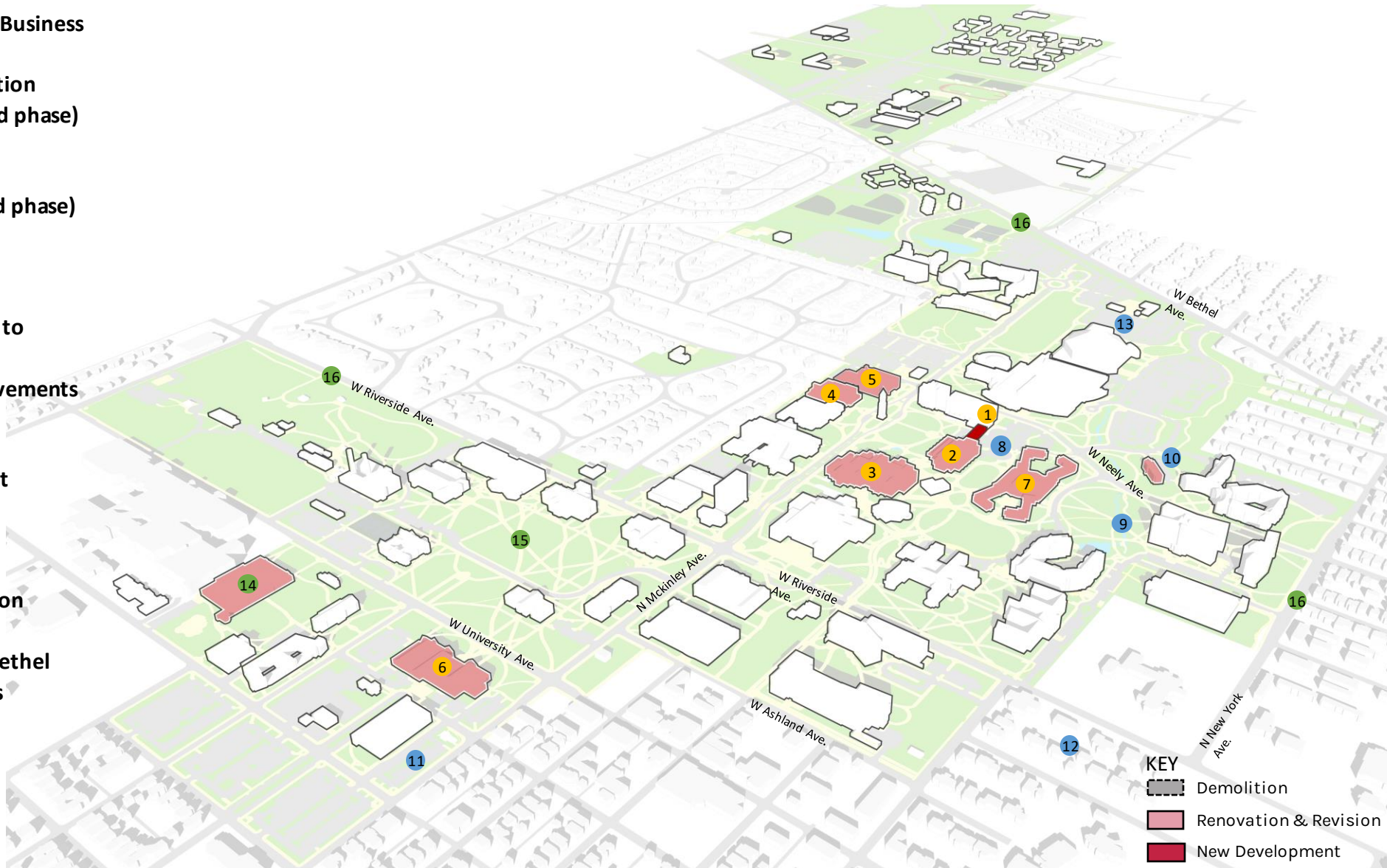
- 1 Architecture Building (AB) and Whiting Business Building (WB) Connector Project
- 2 Whiting Business Building (WB) renovation
- 3 Bracken Library (BL) re-envisioned (second phase)
- 4 CCIM Student Success Center (LB or BC)
- 5 Robert Bell (RB) Building renovation
- 6 Student Center (SC) re-envisioned (second phase)
- 7 Noyer Complex (NO) repurpose

The Cardinal Experience

- 8 East Mall Phase 4/5 (Multicultural Center to Student Rec Center)
- 9 East residential bicycle/pedestrian improvements
- 10 Amelia Woods Health Center (HC)
- 11 South campus apartments
- 12 Greek housing/Greek village development
- 13 Sports performance

Our Community

- 14 Burris School (BU) renovations and addition
- 15 Old Quad Cultural Trail
- 16 Riverside Avenue, New York Street, and Bethel Avenue bicycle/pedestrian improvements



CAMPUS PLAN UPDATE: LONG-TERM INITIATIVES

Students First

- 1 New academic building – north campus (Petty/McKinley)
- 2 New academic building – East Quad

The Cardinal Experience

- 3 Anthony Apartments (AN) demolition
- 4 Consolidated Recreation Fields (Anthony Apts site)
- 5 Lewellyn Aquatic Center (LP) demolition (potential new aquatics construction)
- 6 Woodworth Complex (WO) renovation
- 7 Studebaker West (SW) renovation
- 8 Ball Gym (BG) renovation
- 9 Bethel Recreation Fields

Our Community

- 10 Scheidler Apartments (SR) demolition (multiple phases)
- 11 Worthen Arena (WR) renovation
- 12 Scheidler Apartments site development project

